Oregon State University Libraries & Press
Strategic Action Plan, 2024-2026

MISSION:

Oregon State University Libraries and Press is committed to removing barriers that prevent students and researchers from doing meaningful work. We do this by proactively developing user-centered services, providing useful resources and designing inclusive spaces that empower our users to excel in their pursuits.

VISION:

Everyone belongs at Oregon State University Libraries and Press. This inclusive culture inspires critical thinking and discovery, fosters personal growth, and enriches the lives of the community.

How will we advance our mission and reach our vision?

- Focus our work and know we cannot be everything to everyone.
- Build and sustain relationships with OSU partners who share our values and goals
- Support connection and community.
- Use these connections and relationships, in addition to the research we do, to better understand our users' needs and perspectives.
- Examine our own practices to see where we are putting up barriers for our users, where we are creating disparate impacts on members of historically and currently marginalized communities, and where we can do better.
- Use the knowledge we gain from our relationships, from our research and from our self-reflection to reduce and remove barriers that prevent our communities from achieving their goals.

What this plan is and what it is not

This plan identifies projects and areas of growth that are priorities for OSULP. These priorities align with our mission, vision and values, and also have the potential to advance OSU's strategic goals. Many of these are areas where we are already investing resources and labor, and this plan describes next steps. Others are new or reflect an increased organizational commitment.

The OSU Strategic Plan, *Prosperity Widely Shared*, will expire in 2030. This action plan focuses on the next two years. It defines several key actions, and the strategies we will use to advance them.

Some of these projects and priorities will be completed before 2026, but others will not. For those that are not, some additional actions have already been identified and put on hold and others will be identified at the end of this phase of the plan.

What if it is a lot?

We will check on our progress every summer, and adjust actions as needed. If what is here is too much, we will adjust timelines or invest more resources as needed.

VALUES:

ACCESS
OSULP is a hub of knowledge creation, curation and dissemination. We champion access to information, services, spaces and tools for research and learning.

BALANCE
OSULP encourages a sustainable approach to innovation balanced with providing core services. We recognize that a healthy, supportive perspective on the whole human experience at OSU is vital to success for students and employees.

COMMUNITY
OSULP fosters belonging by creating connections and cultivating meaningful relationships. We build our welcoming culture by embedding integrity, compassion, inclusion and equity into every aspect of our work.

CURIOSITY
OSULP is committed to exploration and adaptability within the evolving landscape of higher education. We support the principles of intellectual freedom and value the diverse lived experiences of our community, encouraging the open exchange of ideas and viewpoints to sustain an environment where curiosity thrives.

USER-CENTERED SERVICE
OSULP creates spaces and collections that enrich scholarship and support the evolving and holistic needs of our community. Our service philosophy focused on needs-oriented, experience-focused and solution-based support.

Goal 1

OSU wants to become a university focused on **big discoveries that drive big solutions**. For OSULP, this means we help students and faculty do the work they need to do to make these discoveries. Knowing that our communities find resources in many places, we develop collections and build systems and services to ensure that they get seamless access to the things they want. We strategically acquire materials that spark curiosity and drive discovery. We work to remove the barriers that prevent researchers from publishing where and when they want to, and to raise the visibility and impact of the important work OSU researchers do.

How will we focus our work in the next two years?
- Focus cataloging, description, and discovery work on projects that make OSU research more visible and discoverable.
- Identify and remove barriers that prevent OSU researchers from publishing when, how, and where they want to maximize the impact of their work.
- Identify and remove barriers that prevent OSU researchers from sharing their research data to comply with funding mandates and support the creation of new knowledge.
- Improve systems that help users access resources seamlessly by connecting them to open content or acquiring resources for them on demand.
- Continue de-emphasizing acquisition of licensed packages and journal subscriptions.

Action 1.1: **Remove barriers preventing OSU researchers from sharing their work broadly, making it openly accessible where appropriate, and increasing their impact.**

In the next two years, we will focus on these strategies:

1.1a: Increase the visibility of the OSU Press as a resource for faculty seeking book publishing advice. Develop online resources.

1.1b: Add library expertise working with publishers/ data brokers to discussions with the colleges and the Division of Research and Innovation to identify tools to analyze and measure research impact. Advocate for openness, transparency and flexibility in these systems to ensure that research impact is not defined narrowly.

1.1c: Gather data from PIs (focus groups or surveys) to develop pilot projects testing OSULP-provided Article Processing Charge relief for OSU researchers.

1.1d: Participate in projects like the Open Climate Campaign that cross disciplinary and national boundaries in order to provide access to the research needed to solve complicated global problems.

1.1e: Form a cross-departmental group, including individuals working with datasets, scholarly publishing, and metadata/systems to 1) define the role of ScholarsArchive

in promoting faculty excellence at OSU, and 2) assess ScholarsArchive's capacity, at current resource levels, to fulfill that role.

Action 1.2: Devote resources and FTE to find points of connection across OSU for expanding data science support and building a community (or communities) of practice.

In the next two years, we will focus on these strategies:

1.2a: Create a part-time faculty position to conduct dataset reviews and review data management plans to provide capacity for librarians engaged in this exploration.

1.2b: Assess the need for repository and preservation services offered by OSULP to support OSU's data science and computational research priorities and determine if these needs are best met by ScholarsArchive@OSU. Identify alternatives to current practices that could increase capacity, such as connecting to OSU's subscription to Globus.

1.2c: Create a cross-departmental community of practice at OSULP to explore data science and computational research support needs and educate the OSU community about data science directions.

1.2d: Identify data science instruction and support currently offered across OSU and identify gaps that could be effectively filled by library instruction.

Action 1.3: Increase and improve services that connect OSU students and faculty to the resources they need.

In the next two years, we will focus on these strategies:

1.3a: Conduct user research and testing to learn about discovery workflows to inform decisions including: what content to highlight/ make more discoverable; what content to prioritize in delivery services, etc.

1.3b: Continue investing in services and improving workflows to streamline the discovery of open access content and the on-demand delivery of paywalled articles.

1.3c: Examine OSULP's organizational structure, including staffing and resource allocation, to ensure that we have the flexibility needed to navigate a scholarly communication landscape that is becoming increasingly more open.

1.3d: Engage college faculty in vendor negotiations as needed as data or research methods experts.

Goal 2

OSU wants to become a university where **every student graduates**. As has been said repeatedly, this is a mindset, not a metric. It is about supporting students in their goals, whether those goals involve getting a four-year degree or not. For OSULP this means we help students accomplish their goals. We conduct research and user testing to understand student needs and the barriers students face and then work to reduce or eliminate those barriers. We have a particular interest in reducing the costs of higher education for students. We develop programs and services that promote belonging and community. We develop programming and do outreach in areas that support OSU's *Five Dimensions of Student Success.* We create inspiring learning spaces, develop proactive services, and curate collections that spark curiosity and make learning enjoyable. This work is ongoing, relational and often slow and iterative.

How will we focus our work in the next two years?
- Develop asynchronous, re-usable learning and help materials that can be used by all library users.
- Prioritize affordability projects that reduce the cost of course materials and study aids for OSU students.
- Focus proactive or tailored services on student groups that are historically and currently under-served by libraries or other support services at OSU, or where achievement gaps exist. These include (but are not limited to) students of color, Ecampus students, low-income students and students with disabilities,
- Define scope, focus and audience for outreach, collections and programming that is intended to support connection and belonging. Do not try to be everything to everyone. Work with partners that share our goals and values to avoid duplication of effort and resources.

Action 2.1: Identify library-based instructional supports for new Ecampus curriculum areas; develop new tools to assist with this work.

In the next two years, we will focus on these strategies:

2.1a: Coordinate use of How-To Canvas Guides and other library-wide instructional or help materials across the library.

2.1b: Explore use of new technologies to share physical objects in SCARC and develop curriculum compatible with online learning. Explore partnerships with or referrals to other libraries or cultural organizations to support students outside Corvallis.

2.1c: Define agreements with the Division of Educational Ventures about ownership/access of intellectual property created by the library, and use of production spaces and technology.

2.1d: Explore opportunities for creating micro-credentials (for example, in areas like AI and ethics, oral histories, primary source literacy, data use and management)

Action 2.2:   Develop proactive, streamlined, cross-departmental support for all OSU campuses, including Ecampus, in borrowing, purchasing, accessing and using library materials.

In the next two years, we will focus on these strategies:

2.2a: Relevant personnel will participate in a cross-departmental service design retreat, facilitated by the Dean, to support the development of effective acquisitions, cataloging, access, accessibility, and communication workflows to support students on all campuses, including Ecampus.

2.2b: Identify ways to gather input by working with the Ecampus Learning Community.

2.2c: Work with Budget and Finance to develop a process for adding recurring funding to the library budget in support for new programs.

Action 2.3: Establish an AI Literacy and Ethics Center

In the next two years, we will focus on these strategies:

2.3a: Define critical AI literacy and use that definition to articulate the mission/scope for the center, with an initial focus on student-facing services and programming.

2.3b: Collaborate with the Center for Teaching and Learning to strategically address AI literacy programming for both students and faculty, and to avoid duplication of effort or resources. Request additional resources from Academic Affairs/ Provost's Office.

2.3c: Use one-time funds to expand the capacity of the Center by recruiting faculty fellows. Identify needs that can be served and create PDs for Fellow positions. Decide if these positions should focus on research, pedagogical innovations or both. Create a robust onboarding experience that communicates the core philosophy of the Center to new fellows. Define deliverables expected from Fellows.

2.3d: Develop a website and a marketing and promotion plan for the Center's services and programming.

Action 2.4:   Develop learning, outreach, and employment experiences for students that advance the goals articulated in OSU's five dimensions of student success.

In the next two years, we will focus on these strategies:

2.4a: Develop internships and student positions that provide opportunities to apply what they learn in coursework to real-world settings.

2.4b: Develop workflows and stable points of coordination – tied not to a person but a role – for OSULP participation in campus-wide onboarding activities.

2.4c: Develop a framework that will support the sustainable development of Library programs and events intended to support belonging and community for OSU students. This framework should: 1) Establish criteria for green-lighting new acquisitions or programs, 2) Ensure that library programs enhance work being done by student affairs units without duplicating effort; and 3) Identify primary audiences and partners where appropriate.

2.4d: Form a cross-departmental workgroup to develop an equity lens framework that can be used across OSULP to analyze our work and to prioritize tailored services. Analyze student demographics in order to identify groups under-served, and use culturally appropriate research methods to learn about their experiences with library and other academic support services and spaces.

Action 2.5:   Reduce barriers to student success created by the high cost of course materials and study aids.

In the next two years, we will focus on these strategies:

2.5a: Create a campus-wide affordability table to sit at or lead.

2.5b: Improve workflows and staffing models for course reserves. Create a collection development plan, a communications plan, improve processes, use student labor more effectively, identify a stable budget.

2.5c: Develop a policy framework and outreach plan for small technology collections that support student productivity and success. This framework should be flexible enough to allow each OSULP location to develop collections that meet local needs. Work collaboratively with other affordability/student success units as appropriate to reduce duplication of effort or resources.

2.5d: Develop a policy framework and outreach plan for Library of Things collections intended to support leisure, belonging and community. This framework should allow for consistent planning and responsible stewardship of resources.

Action 2.6:   Improve library spaces and collections by assessing and updating aging physical collections. Use space design and physical collections to spark curiosity, support student success and promote belonging.

In the next two years, we will focus on these strategies:

2.6a: Invest one-time funds in print purchases that advance diversity, inclusion, belonging and anti-racism goals.

2.6b: Develop a plan for assessing print collections to determine what should be kept and what could be discarded or moved. Re-invest in specialized analysis tools.

2.6c: Assess workflows around the creation of browsing displays. Explore using vendors that allow automatic invoicing and processing through Alma. Consider tools, communications, training, and which personnel should be involved.

2.6d: Identify ways to connect users browsing print collections to digital books.

2.6e: Move journal runs to Guin storage, reconfigure stacks to open space for new uses.

2.6f: Develop a comprehensive Valley Library space plan with the goal of getting a Valley Library renovation included in OSU's 10-year capital forecast list. Identify priorities, principles, stakeholders and projects.

Goal 3

OSU wants to become a university that **fuels a thriving world**. For OSULP this means we work to open up our collections and services, with a particular focus on making the knowledge created by OSU researchers available to those working to solve the complicated, multidisciplinary problems our communities face. We share OSU's commitment to collaboration and reciprocity. We recognize that building equitable and mutually respectful relationships is an ongoing process that requires effort. We increase access to knowledge by digitizing resources and ensuring that those resources are protected and accessible to all now, and in the future. This meeting and exceeding accessibility standards. It also means removing barriers related to broadband and internet access where we and contributing to digital equity projects.

How will we focus our work in the next two years?
- Building on our existing relationships.
- Recognizing that committing to preservation and accessibility standards will limit what we can collect or provide.
- Prioritizing opportunities that directly benefit Oregon communities, and which communicate the value of research universities and research libraries across the state (recognizing that work done to benefit Oregonians will often have broader impact as well)

Action 3.1:   Establish a Patent and Trademark Resource Center at OSU.

In the next two years, we will focus on these strategies:

3.1a: Identify OSU stakeholders and build relationships. Establish a service plan, develop guidelines. Communicate intent to PTRCP office.

3.1b: Identify library workers to receive training and provide support and resources to help them acquire that training. Develop and provide initial trainings.

3.1c: Develop and implement a promotion/marketing plan, including a launch event.

3.1d: Explore the possibility of adding copyright consultations or services to the PTRC to add value.

3.1e: Establish connections and a referral network with innovation communities in Oregon, and tech transfer at OSU. Explore the possibility of Fellows or other affiliated positions to expand the capacity of OSU's PTRC and add value.

Action 3.2:   Take steps to ensure that OSU research is discoverable, accessible and available to partners in industry, education and government and in all Oregon communities. Help demonstrate how OSU benefits those working to help our communities thrive.

3.2a: Extend ILL and electronic access for agency partners involved with OSU research in Corvallis, at HMSC and extension stations.

3.2b: Partner with Extension and the State Library to establish a library presence and access point in all 36 Oregon counties. Provide tailored collections of OSU Press books for each extension office.

3.2c: Explore different ways to use metadata to make OSU collections more accessible to users for whom English is not the primary language, starting with Spanish.

Action 3.3:   Invest necessary resources to preserve digital assets.

In the next two years, we will focus on these strategies:

3.3a: Identify stakeholders across OSULP who have digital content in need of preservation. Establish preservation standards and define the level of preservation needed for various digital collections. Establish priorities. Finalize digital assets register.

3.3b: Identify and contract with a vendor. Establish workflows and procedures.

3.3c: Identify research papers and gray literature at agency partners for digitization and discovery.

3.3d: Commit resources to preserve fragile materials (e.g., magnetic media) before it is too late.

Action 3.4:   Invest necessary resources to ensure that OSULP meets or exceeds digital accessibility standards.

In the next two years, we will focus on these strategies:

3.4a: Secure spots for OSULP representatives on accessibility subgroups convened by the Office of Audit, Risk and Compliance. Ensure that OSULP is included in communication chains for subgroups without library representatives.

3.4b: Develop accessibility language and preferred contract terms to use in vendor negotiations. Work with consortia or other library groups to establish best practices for negotiations with and oversight of vendors in light of new ADA regulations.

3.4c: Investigate tools to automate or streamline captioning for video content and invest resources if appropriate tools can be identified.

3.4d: Develop standards for content digitized by the libraries and by OSU Press that aligns with or exceeds OSU accessibility standards. Develop standards for content ingested or acquired from any outside entity that aligns with or exceeds OSU accessibility standards. Develop workflows and invest resources as needed to ensure compliance with those standards.

Action 3.5:   Help Oregon communities preserve their histories and share their stories.

In the next two years, we will focus on these strategies:

3.5a: Provide expertise and support to Indigenous communities, literary organizations, museums and other partners to develop books that inform and engage community audiences.

3.5b: Continue engaging in community archive work through collection initiatives such as the Oregon Multicultural Archives, OSU Oral History Program, OSU Queer Archives, OSU University Archives and Oregon Hops and Brewing Archives.